



Right Move

Bank Clerk Exam Orientation

Model Question Paper

GENERAL AWARENESS

- Union Minister of Corporate affairs Veerappa Moily recently launched a new share index for sustainable stocks, which include stocks of 20 companies of BSE, which meet the energy efficiency norms, allowing investors to derive benefit from related cost savings. This new index is known as _____
 1) Envex 2) Climex
 3) Greenex 4) Green Sensex
 5) Energy sensex
- 'Myunforgettable memories' is the autobiography of _____
 1) Manmohan Singh
 2) Mayawati
 3) J. Jayalalita
 4) Mamta Banarjee
 5) None of them
- Duleep trophy is associated with _____
 1) Football 2) Cricket
 3) Hockey
 4) Shooting 5) None of these
- If you are going to South Africa, you have to use which of the following currencies?
 1) South African Rupee
 2) Naira 3) Rand
 4) Shiilling 5) None of these
- Yingluck Shinawatra was be the Chief Guest on the Republic Day on January 26, 2012. Yingluck Shinawatra is the President of which among the following countries?
 (1) Indonesia (2) Malaysia
 (3) Thailand (4) Philippines
 (5) None of these
- Who among the following is the Chief Minister of Uttar Pradesh?
 1) Mulayam Singh yadav
 2) Akhilesh yadav
 3) Mayawati
 4) Nitish Kumar
 5) None of them
- Mansur Ali Khan Pattaudi, who passed away recently was a/an _____
 1) Actor 2) Singer
 3) Politician 4) Cricketer
 5) None of these
- Gross Domestic Product(GDP) and Gross National Product(GNP) are two main indicators of growth. Which among the following is/are true about these two parameters?
 A) GDP is always greater than GNP
 B) GNP is always greater than GDP
 C) GDP is always either greater than or equal to GNP
 D) GNP is always either greater than or equal to GDP
 1) Only A 2) Only B
 3) Only A&C 4) Only B&D
 5) None is true
- Who among the following is named as Laureus Best Sports man of the year 2011?
 1) Lionel Messi 2) Ussain Bolt
 3) Novak Djokovic
 4) Sachin Tendulkar
 5) None of them
- September 15 is celebrated as International Day of Engineers in India. The day is held in remembrance of _____
 (1) T Krishnamurthy
 (2) M Visvesvarayya
 (3) V Rajaramanna
 (4) R Ramaswamy
 (5) None of these
- Anil Kakodkar committee who recently submitted their report was conducting their study on-----
 (1) Atomic safety
 2) Women Safety
 3) Railway Safety
 4) Child safety
 5) None of these
- Which among the following is the capital of Mizoram?
 (1) Kohima 2) Aizwal
 3) Imphal 4) Gangtok
 5) None of these
- What does 'T' stands for in the abbreviation 'NCTC'?
 (1) Thermal Energy
 (2) Theology 3) Terrorism
 4) Train 5) Traveller
- Kamla Prasad Bissessar who visited India recently is the _____
 (1) Prime Minister of Malaysia
 2) President of Malaysia
 3) President of Trinidad and Tobago
 4) Prime Minister of Trinidad and Tobago
 5) None of these
- International Women's day is celebrated on _____
 1) March 8 2) April 8
 3) March 12 4) March 21
 5) April 10
- The second nuclear submarine of India which is headed for a launch by the end of this year is _____
 1) INS Virat 2) INS Arihant
 3) INS Vikramaditya
 4) INS Aridaman
 5) None of these
- Which among the following is the first Indian bank to open a branch in Saudi Arabia?
 1) SBI
 2) Bank of Baroda
 3) Punjab National Bank
 4) Axis Bank
 5) None of these
- Which of the following countries is the host of the 2014 Winter Olympics, officially known as the XXII Olympic Winter Games?
 (1) Australia (2) Germany
 (3) US (4) Norway
 (5) Russia

19. 17th South Asian Association for Regional Co-operation (SAARC) summit was held at _
 (1) Maldives (2) Nepal
 (3) Bhutan (4) Afganistan
 (5) Bangladesh
20. Which of the following schemes is launched to make cities free from slums?
 1) NREGA
 2) Rajiv Awas Yojana
 3) Indira Awas Yojana
 4) Bharat Nirman
 5) None of these
21. As per census 2011, which among the following states in India has the least population?
 1) Uttar Pradesh (2) Mizoram
 3) Chandigarh (4) Goa
 5) Putucheri
22. Which among the following places is known as the 'Pink City' in India?
 1) Hyderabad (2) Secunderabad
 3) Mysore (4) Agra
 5) Jaipur
23. World's cheapest computer tablet developed in India, under the aid of Ministry of Human Resource Development is named as ____
 1) Adarsh (2) Akash
 3) Asha (4) Aadhar
 5) None of these
24. Ellen Johnson Sirleaf who was in news recently when she got the Nobel Prize for Peace in 2011, is the president of ____
 1) Nigeria
 2) Liberia
 3) Trinidad & Tobago
 4) South Africa
 5) None of these
25. The **IBSA** Dialogue Forum (**India, Brazil, South Africa**) is an International Grouping of which of the following countries?
 1) India, Brazil, Srilanka, Afganistan
 2) India, Bangladesh, Srilanka, Afganistan
 3) India, Brazil, South Africa, Afganistan
 4) India, Brazil, Srilanka, Australia
 5) None of these
26. The term 'ace' is associated with which of the following sports?
 1) Tennis (2) Cricket
 3) Football (4) Badminton
 5) None of these
27. Vijender Singh is associated with which one of the following games?
 (1) Shooting
 (2) Boxing
 (3) Athletics
 (4) Badminton
 (5) None of these
28. India had appealed to the International Olympic Committee to withdraw the sponsorship of which company from the London

- Olympics
 (1) Dow Chemicals
 (2) Vodafone
 (3) General Motors
 (4) Google
29. The Union Government in January 2012 decided to subscribe to preferential equity shares issued by which of the two public sector banks?
 (1) SBI & PNB
 (2) PNB & Union Bank
 (3) SBI & UCO
 (4) Bank of Baroda & Canara Bank
30. Expand the term FSDC, which is used in financial sector.
 (1) Financial Security and Development Council
 (2) Financial Stability and Development Council
 (3) Fiscal Security and Development Council
 (4) Fiscal Stability and Development Council
 (5) None of these
31. With which of the following games is Tiger Woods associated?
 (1) Golf
 (2) Swimming
 (3) Tennis
 (4) Table Tennis
 (5) Badminton
32. Expand the term ALM as used in Banking/Finance sector.
 (1) Asset Liability Mismatch
 (2) Asset Liability Maturity
 (3) Asset Liability Management
 (4) Asset Liability Manpower
 (5) None of these
33. What are teaser loan rates charged by banks?
 (1) Fixed rate of interest charged by banks
 (2) Floating rate of interest charged by banks
 (3) Rate of interest in the initial period is less and goes up subsequently.
 (4) Rate of interest in the initial period is more and it goes down subsequently.
 (5) None of these
34. Expand the term CCEA as used in administrative circles.
 (1) Cabinet Committee on External Affairs
 (2) Cabinet Committee on Economic Affairs
 (3) Cabinet Council on External Affairs
 (4) Cabinet Council on Economic Affairs
 (5) None of these
35. Through which of the following sources domestic funds are raised by companies?
 (A) IPO
 (B) FPO
 (C) Commercial papers
 (1) Only (C)
 (2) All (A), (B) and (C)

- (3) Only (A) and (C)
 (4) Only (A)
 (5) Only (A) and (B)
36. Expand the term GSLV.
 (1) Geosynchronous Satellite Launch Vehicle
 (2) Global Satellite Launch vehicle
 (3) Geosynchronous Station Launch Vehicle
 (4) Global Station Launch Vehicle
 (5) None of these
37. Largest share holder (in percentage share holding) of a nationalized bank is-
 (1) RBI
 (2) NABARD
 (3) LIC
 (4) Govt. of India
 (5) IBA
38. NEFT means-
 (1) National Electronic Funds Transfer system
 (2) Negotiated Efficient Fund Transfer System
 (3) National Efficient Fund Transfer Solution
 (4) Non Effective Fund Transfer System
 (5) Negotiated Electronic Foreign Transfer System
39. Financial inclusion means provision of-
 (1) financial services namely, payments, remittances, savings, loans and insurance at affordable cost to persons not yet given the same
 (2) ration at affordable cost to persons not yet given the same
 (3) house at affordable cost to persons not yet given the same
 (4) food at affordable cost to persons not yet given the same
 (5) education at affordable cost to persons not yet given the same
40. Expand the term FRBM-
 (1) Foreign Responsibility and Business Management
 (2) Fiscal Review and Business Management
 (3) Fiscal Responsibility and Budget Management
 (4) Financial Responsibility and Budget Modification
 (5) None of these

ENGLISH LANGUAGE

Directions (Q. 41- 55): Read the following passage carefully and answer the questions given below it. Certain words/phrases have been printed in **bold** to help you locate them while answering some of the questions.

King Hutamasan felt he had everything in the world not only due to his riches and his noble knights, but because of his beautiful queen, Rani Matsya. The rays of the sun were put to shame with the iridescent light that Matsya illuminated, with her

beauty and brains. At the right hand of the king she was known to sit and aid him in all his judicial probes. You could not escape her deep-set eyes when you committed a crime as she always knew the victim and the culprit. Her generosity preceded her reputation in the kingdom and her hands were always full to give. People in the kingdom **revered** her because if she passed by, she always gave to the compassionate and poor.

Far away from the kingly palace lived a man named Raman with only ends to his poverty and no means to rectify it. Raman was wrecked with poverty as he had lost all his land to the landlord. His age enabled him little towards manual labour and so begging was the only alternative to salvage his wife and children. Every morning he went door to door for some work, food or money. The kindness of people always got him enough to take home. But Raman was a little self-centered. His world began with him first, followed by his family and the rest. So he would eat and drink to his delight and return home with whatever he found excess. This routine followed and he never let anyone discover his interests as he always put on a long face when he reached home.

One day as he was relishing the bowl of rice he had just received from a humble home, he heard that Rani Matsya was to pass from the very place he was standing. Her generosity had reached his ears and he knew if he **pulled a long face** and showed how poor he was, she would **hand** him a bag full of gold coins - enough for the rest of his life, enough to buy food and supplies for his family. He thought he could keep some coins for himself and only **reveal a few** to his wife, so he can fulfil his own wishes.

He ran to the chariot of the Rani and begged her soldiers to allow him to speak to the queen. Listening to the arguments outside Rani Matsya opened the curtains of her chariot and asked Raman what he wanted. Raman went on his knees and praised the queen. I have heard you are most generous and most chaste, show this beggar some charity. Rani narrowed her brows and asked Raman what he could give her in return, Surprised by such a question, Raman looked at his bowl full of rice. With spite in him he just picked up a few grains of rice and gave it to the queen. Rani Matsya counted the 5 grains and looked at his bowl full of rice and said, you shall be given what is due to you. Saying this, the chariot **galloped** away.

Raman abused her under his breath. This he never thought would happen. How could she ask him for something in return when she hadn't

given him anything? Irked with anger he stormed home and gave his wife the bowl of rice. Just then he saw a sack at the entrance. His wife said some men had come and kept it there. He opened it to find it full of rice. He put his hand inside and caught hold of a hard metal only to discover it was a gold coin. **Elated** he upturned the sack to find 5 gold coins in exact for the five rice grains. If only I had given my entire bowl, thought Raman, I would have had a sack full of gold.

41. According to the passage, which of the following is definitely true about Rani Matsya?

(A) She was beautiful. (B) She was intelligent. (C) She was kind.

(1) Only A (2) Only B (3) Only C (4) Both A and B (5) All A, B and C

42. What does the phrase '**pulled a long face**' as used in the passage mean?

(1) Scratched his face (2) Looked very sorrowful (3) Disguised himself (4) Put on makeup

(5) None of the above

43. What can possibly be the moral of the story?

(1) Do onto others as you would want others to do to you (2) Patience is a virtue

(3) Winning is not everything, it is the journey that counts

(4) Change is the only constant thing in life

(5) Teamwork is more we and less me

44. Why was begging the only option for Raman to get food?

(1) As Raman belonged to a family of beggars

(2) As begging was the easiest way for him to obtain food

(3) As Raman's family had forced him to beg

(4) As he had lost all his property and was too old to do manual work

(5) None of the above

45. Which of the following words can be used to describe Raman?

(A) Deceitful (B) Selfish (C) Timid

(1) Only A (2) Only B (3) Both A and B

(4) Both B and C (5) All A, B and C

46. What did Raman find after he returned home from his meeting with Rani Matsya?

(1) The Rani's soldiers (2) An empty house

(3) The five grains of rice that he had given to Rani Matsya

(4) A sack full of rice and five gold coins (5) None of the above

47. What emotion did Raman feel when he saw that the Rani had given him five gold coins?

(1) Determination (2) Regret (3) Hatred (4) Suspicion (5) Thrill

48. What did Raman do when Rani Matsya asked him for something in return for her charity?

(1) He gave her five grains of rice out

of his full bowl of rice

(2) He gave her the five gold coins that he had saved

(3) He handed over the entire bowl of rice that he possessed

(4) He refused to give her anything as he was offended with her request

(5) None of the above

49. Why was Raman angry with Rani Matsya?

(1) As she; had not stopped despite Raman's calling out to her

(2) As she had insulted him in front of his family

(3) As she had taken the rice grains from him and had not given him anything in return

(4) Not mentioned in the passage

(5) None of the above

50. How did Raman treat his own family?

(1) He gave his family plenty to eat

(2) He saved whatever food and money he got and handed it over to his family

(3) He loved his family a lot and always put their interests before his

(4) He beat up his wife and children out of frustration

(5) None of the above

Directions (Q. 51-53): Choose the word/group of words which is most similar in meaning to the word / group of words printed in bold as used in the passage.

51. **GALLOPED**

(1) hurtled (2) stumbled (3) slumbered (4) jumped (5) ran

52. **REVERED**

(1) remembered (2) feared (3) talked about (4) embraced (5) respected

53. **HAND**

(1) arm (2) throw (3) give (4) limb (5) lend

Directions (Q. 54-55): Choose the word/group of words which is most opposite in meaning to the word / group of words printed in bold as used in the passage.

54. **REVEAL**

(1) stop (2) conceal (3) present (4) pending (5) tell

55. **ELATED**

(1) afraid (2) poor (3) happy (4) depressed (5) grounded

Directions (Q. 56-60): Rearrange the following six sentences (A), (B), (C), (D), (E) and (F) in the proper sequence to form a meaningful paragraph; then answer the questions given below them.

(A) Because of the black and white rats the branch would fall on the ground very soon and the man woke up with a start only to realise that it was a dream.

(B) On climbing, he looked down and saw that the lion was still there waiting for him.

(C) Once a man dreamt that a lion was chasing him.

- (D) One rat was black and the other one was white.
 (E) The man then looked to his side where the branch he was sitting on was attached to the tree and saw that two rats were circling around and eating the branch.
 (F) The man ran to a tree, climbed on to it and sat on a branch.
56. Which of the following should be the **THIRD** sentence after rearrangement?
 (1) A (2) B (3) C (4) D (5) E
57. Which of the following should be the **FOURTH** sentence after rearrangement?
 (1) B (2) C (3) D (4) E (5) F
58. Which of the following should be the **SECOND** sentence after rearrangement?
 (1) A (2) B (3) C (4) D (5) F
59. Which of the following should be the **LAST (SIXTH)** sentence after rearrangement?
 (1) A (2) B (3) D (4) E (5) F
60. Which of the following should be the **FIRST** sentence after rearrangement?
 (1) A (2) B (3) C (4) D (5) E

- Directions (Q. 61-65):** Which of the phrases (1), (2), (3) and (4) given below each sentence should replace the phrase printed in bold in the sentence to make it grammatically correct? If the sentence is correct as it is given and 'No correction is required', mark (5) as the answer.
61. In order to forget his worries Rahul **take to smoke** day and night.
 (1) took to smoke (2) taking to smoking (3) take to smoking (4) took to smoking (5) No correction required
62. Perna **was very please** with the gift she had received from her best friend on her birthday.
 (1) was very pleased (2) was very pleasing (3) is very pleased (4) is very pleasing (5) No correction required
63. She was so scared on seeing the lion that she **shooked** like a leaf.
 (1) shook like a leaf (2) shook like a leaf (3) shook like a leaves (4) shake like a leaf (5) No correction required
64. Meena had the **presence of mind** to get out of the way as the bus speed out of control past her.
 (1) present of mind (2) present mind (3) presence in mind (4) presence to mind (5) No correction required
65. Finally Suhas had **gather the courage to speak** against his fathers atrocities.
 (1) gathering the courage (2) gathers courage (3) gathered the courage (4) gather the courage (5) No correction required

Directions (Q. 66-70): In each question below, a sentence with four words printed in bold type is given. These are numbered as (1), (2), (3) and (4). One of these four words printed in bold may be either **wrongly spelt** or **inappropriate** in the context of the sentence. Find out the word which is wrongly spelt or **inappropriate**, if any. The number of that word is your answer. If all the words printed in **bold** are correctly spelt and also appropriate in the context of the sentence, **mark** (5) ie, 'All correct' as your answer.

66. The designer will **show cash** her **collection** at an **upcoming fashion** event in the city. All correct
 (1) (2) (3) (4) (5)
67. Our mind is like a **garden** which can either be **intelligently cultivated** or be allowed to run **wild**.
 (1) (2) (3) (4) (5)
68. **Researchers** have **identified** the early master cells that make up the human heart could be used to make **patches** to fix **damaged** hearts.
 (1) (2) (3) (4) (5)
69. The girl **spends** every **knight** studying, as she wants to **graduate** from a well known **college** with good marks. All correct
 (1) (2) (3) (4) (5)
70. The next time your gym **instructor** tells you to do some **stretching** **exercises** before starting the **workout**, say no. All correct
 (1) (2) (3) (4) (5)

Directions (Q. 71-80): In the following passage there are blanks, each of which has been numbered. These numbers are printed below the passage and against each, five words are suggested, one of which fits the blank appropriately. Find out the appropriate word in each case.

There was a man who had four sons. He **(71)** his sons to learn not to judge things too quickly. So he sent them each on a **(72)**, in turn, to go and look at a pear tree that was a great distance away. The first son went in the winter, the second in the spring, the third in summer, and the youngest son in autumn. When they had all

gone and come back, he **(73)** them together to **(74)** what they had seen. The first son said that the tree was ugly, bent, and twisted. The second son said, "No ! It was covered with green buds and full of promise." The third son disagreed; he said it was laden with blossoms that **(75)** so sweet and looked so beautiful, it was the most graceful thing he had **(76)** seen. The last son disagreed with all of them; he said it was ripe and drooping with fruit, full of life and fulfillment. The man then **(77)** to his sons that they all were right, because they had each seen but only one **(78)** in the tree's life. He told them that you **(79)** judge a tree, or a person, by only one season and that the **(80)** of who they are and the pleasure, joy and love that comes from that life can only be measured at the end, when all the seasons are over.

71. (1) created (2) wanted
 (3) placed (4) meant
 (5) teach
72. (1) quest (2) airplane
 (3) expedition (4) pilgrimage
 (5) requested
73. (1) followed (2) tied
 (3) called (4) said
 (5) bound
74. (1) all (2) predict
 (3) maintain (4) describe
 (5) talk
75. (1) was (2) fell
 (3) colour (4) smelled
 (5) cooked
76. (1) worriedly (2) mostly
 (3) ever (4) forever
 (5) forcefully
77. (1) tell (2) leaked
 (3) reprimanded (4) stood
 (5) explained
78. (1) flower (2) season
 (3) ground (4) more (5) leaf
79. (1) let (2) not
 (3) must (4) should
 (5) cannot
80. (1) essence (2) danger
 (3) tree (4) fear
 (5) journey

QUANTITATIVE APTITUDE

Directions (Q. 81-95): What will come in place of question mark (?) in the following questions?

81. $18^2 + \sqrt{?} = 350$
 (1) 576 (2) 676 (3) 26
 (4) 28 (5) None of these
82. $1530 \div 34 \times 360 \div 24 = ?$
 (1) 625 (2) 765 (3) 575
 (4) 645 (5) None of these
83. $4966 + 285 - 1236 + ? = 4860$
 (1) 854 (2) 848 (3) 825
 (4) 875 (5) None of these
84. $\frac{17 \times 4 + 18 \times 3}{\sqrt{441 \times 5 + 139}} = ?$
 (1) 1/4 (2) 1/2 (3) 2/3
 (4) 1/3 (5) None of these

85. $2820 \div 12 \times 8 = ?$
 (1) 1680 (2) 1880 (3) 1860
 (4) 1660 (5) None of these
86. $1950 \div 26 \div 25 = ?$
 (1) 12 (2) 8 (3) 5
 (4) 3 (5) None of these
87. 18% of 450 - 75% of 96 = ?
 (1) 15 (2) 22 (3) 12
 (4) 16 (5) None of these
88. $75.75 - 48.32 + 146.92 = ?$
 (1) 174.35 (2) 175.34
 (3) 173.45 (4) 173.35
 (5) None of these
89. $8 \frac{1}{3} \times 4 \frac{2}{5} + ? = 44 \frac{2}{5}$
 (1) $7 \frac{11}{15}$ (2) $7 \frac{4}{15}$
 (3) $7 \frac{8}{15}$ (4) $8 \frac{7}{15}$
 (5) None of these
90. $27.28 \div 2.2 + 4.7 \times 1.5 = ?$
 (1) 18.85 (2) 19.25 (3) 18.75
 (4) 19.45 (5) None of these
91. $\frac{5}{9}$ of 315 + $\frac{3}{7}$ of 455 = ?
 (1) 370 (2) 380 (3) 360
 (4) 340 (5) None of these
92. 145% of 780 + ?% of 250 = 1231
 (1) 25 (2) 30 (3) 40
 (4) 45 (5) None of these
93. $\frac{5}{8}$ of $\frac{2}{3}$ of $\frac{3}{5}$ of 2104 = ?
 (1) 532 (2) 536 (3) 526
 (4) 528 (5) None of these
94. $16.45 \times 5.2 \times 2.5 = ?$
 (1) 213.45 (2) 218.45
 (3) 213.85 (4) 218.25
 (5) None of these
95. 2.25% of 640 - 1.5% of 480 = ?
 (1) 6.4 (2) 5.6 (3) 4.8
 (4) 7.2 (5) None of these
- Directions (Q. 96-100):** What will come in place of question mark (?) in the following number series?
96. 11 12 26 81?
 (1) 324 (2) 328 (3) 320
 (4) 280 (5) None of these
97. 5120 1280 320 80?
 (1) 16 (2) 24 (3) 30
 (4) 40 (5) None of these
98. 7 11 27 63?
 (1) 96 (2) 118 (3) 99
 (4) 127 (5) None of these
99. 6 10 18 34?
 (1) 62 (2) 64 (3) 66
 (4) 50 (5) None of these
100. 5 11 23 47?
 (1) 95 (2) 93 (3) 96
 (4) 97 (5) None of these
101. A, B, C, D and E are five consecutive even numbers. Average of A and E is 46. What is the largest number?
 (1) 52 (2) 42 (3) 50
 (4) 48 (5) None of these
102. A train running at the speed of 66 km/h crosses a signal pole in 18 s. What is the length of the train?
 (1) 330 m (2) 300 m
 (3) 360 m (4) 320 m
 (5) None of these
103. Find the average of the following set of numbers.
 155, 128, 137, 140, 160, 132
 (1) 148 (2) 140 (3) 146
 (4) 144 (5) None of these
104. Number obtained by interchang-

- ing the digits of a two digit number is less than the original number by 18, and the sum of the digits is 6. What is original two digit number?
 (1) 46 (2) 24 (3) 42
 (4) 64 (5) None of these
105. An amount of Rs 45000 becomes Rs 77400 on simple interest in 8 yr. What is the rate of interest per cent per annum?
 (1) 9 (2) 11 (3) 8
 (4) 10.5 (5) None of these
106. Three-fifth of a number is more than its 40% by 85. What is 60% of that number?
 (1) 245 (2) 255 (3) 260
 (4) 250 (5) None of these
107. Rajesh spends 12% of his monthly income on entertainment, 18% of his monthly income on children's education, 50% of his monthly income on other household items and the remaining amount of Rs 5200 he saves. What is his monthly income?
 (1) Rs 25400 (2) Rs 26200
 (3) Rs 24800 (4) Rs 25600
 (5) None of these
108. 24 men can complete a piece of work in 15 days. In how many days will 18 men complete that work?
 (1) 16 days (2) 20 days
 (3) 22 days (4) 25 days
 (5) None of these
109. Rasika and Nikita invested amounts of Rs 40000 and Rs 75000 respectively. At the end of 5 yr they got a total dividend of Rs 46000. What is Rasika's share in the dividend?
 (1) Rs 16500 (2) Rs 15500
 (3) Rs 15000 (4) Rs 16000
 (5) None of these
110. Present ages of Rama and Shyam are in the ratio of 4: 5 respectively. 5 yr hence the ratio of their ages become 5: 6 respectively. What is Rama's present age?
 (1) 25 yr (2) 22 yr
 (3) 20 yr (4) 30 yr
 (5) None of these
111. What is the compound interest accrued on an amount of Rs 25000 in 2 yr @ 12% per annum?
 (1) Rs 6630 (2) Rs 6360
 (3) Rs 6260 (4) Rs 6460
 (5) None of these
112. Cost of 10 calculators and 12 watches is Rs 11100. What is the cost of 30 calculators and 36 watches?
 (1) Rs 33600 (2) Rs 33650
 (3) Rs 32600 (4) Cannot be determined
 (5) None of the above
113. A TV set when sold for Rs 16756, the profit earned is 18%. What is the cost price of the TV set?
 (1) Rs 14200 (2) Rs 14400
 (3) Rs 15200 (4) Rs 14800

- (5) None of these
114. Five eighth of a number is equal to 60% of another number. What is the ratio between the first number and the second number respectively?
 (1) 13: 12 (2) 12: 13
 (3) 25: 24 (4) 24: 25
 (5) None of these
115. If the fractions $\frac{4}{9}$, $\frac{2}{7}$, $\frac{3}{8}$, $\frac{6}{13}$ and $\frac{5}{11}$ are arranged in descending order, which one will be second?
 (1) $\frac{4}{9}$ (2) $\frac{2}{9}$ (3) $\frac{3}{8}$
 (4) $\frac{6}{13}$ (5) $\frac{5}{11}$
- Directions (Q. 116-120):** Study the following table carefully to answer these questions.
 Number of employees in different departments of five organizations
- | Organisation | A | B | C | D | E |
|----------------|-----|-----|-----|-----|-----|
| HR | 145 | 80 | 120 | 180 | 160 |
| Finance | 120 | 75 | 100 | 220 | 140 |
| Marketing | 150 | 90 | 115 | 200 | 190 |
| IT | 225 | 110 | 160 | 280 | 220 |
| Administration | 180 | 120 | 130 | 110 | 130 |
116. What is the average number of employees working in Marketing department of all the organisations?
 (1) 149 (2) 145 (3) 146
 (4) 148 (5) None of these
117. What is the total number of employees working in all the departments of organisation B together?
 (1) 350 (2) 375 (3) 425
 (4) 475 (5) None of these
118. What is the ratio between number of employees from Finance and Marketing departments' together of organisation B and these two departments together of organisation D respectively?
 (1) 14: 9 (2) 9: 14
 (3) 11: 28 (4) 28: 11
 (5) None of these
119. What is the ratio between the total number of employees from all organisations together in HR and Administration departments respectively?
 (1) 132: 137 (2) 137: 132
 (3) 122: 137 (4) 137: 122
 (5) None of these
120. Number of employees in IT department of organisation C is what percent of the total number of employees in organisation C in all the departments together?
 (1) 26.5 (2) 25.6 (3) 25.4
 (4) 26.4 (5) None of these

REASONING ABILITY

121. How many such pairs of letters are there in the word BRIGHTEN each of which has as many letters between them in the word as in the English alphabet?

- (1) None (2) One
 (3) Two (4) Three
 (5) More than three
122. In a certain code FIGHT is written as '39%@4' and TEARS is written as '458@*'. How is STAGE written in that code?
 (1) *4835 (2) *48%5
 (3) *84%5 (4) *48@5
 (5) None of these
123. Among A, B, C, D and E each reaching school at a different time, C reaches before D and A and only after B. E is not the last to reach school. Who among them reached school last?
 (1) D (2) A
 (3) C
 (4) Data inadequate
 (5) None of these
124. What should come next in the number series?
 18 36 54 72 9 18 36 54 72 18 36 54 7
 18 36 54
 (1) 1 (2) 2 (3) 4
 (4) 8 (5) None of these
125. Four of the following five are alike in a certain way and so form a group. Which is the one that does not belong to that group?
 (1) Jug (2) Cup
 (3) Mug (4) Pitcher
 (5) Container
126. Four of the following five are alike in a certain way and so form a group. Which is the one that does not belong to that group?
 (1) 93 (2) 57 (3) 69
 (4) 65 (5) 87
127. If '+' means '÷', 'x' means '-', '÷' means 'x' and '-' means '+', then $6 \times 8 + 4 - 6 \div 3 = ?$
 (1) 130 (2) 14 (3) 22
 (4) 18 (5) None of these
128. How many meaningful English words can be made with the letters ERDU using each letter only once in each word?
 (1) None (2) One (3) Two
 (4) Three
 (5) More than three
129. In a column of 20 boys, D is fourteenth from the front and F is ninth from the back. How many boys are there between D and F?
 (1) 2 (2) 3 (3) 4
 (4) Data inadequate
 (5) None of these
130. In a certain code BROADEN is written as NQABOFE. How is DESKTOP written in that code?
 (1) RDCLQPU (2) TFELQPU
 (3) RDCJQPU (4) EFTLONS
 (5) None of these
131. How many such pairs of digits are there in the number 27651489 each of which has as many digits between them in the number as when the digits are arranged in descending order within the number?
 (1) None (2) Three

- (3) Two (4) One
 (5) More than three
- Directions (Q. 132-137):** Study the following information carefully and answer the questions given below.
 M, P, D, Q, T, R, B and W are sitting around a circle facing at the centre. D is second to the left of M who is third to the right of P. W is third to the right of Q who is second to the left of B. R is third to the right of T.
132. Who is third to the left of M?
 (1) D (2) W
 (3) P
 (4) Data inadequate
 (5) None of these
133. Which of the following pairs represents the immediate neighbours of R?
 (1) BM (2) QW
 (3) WM (4) BT
 (5) None of these
134. Who is fourth to the right of W?
 (1) T (2) M
 (3) Q (4) D
 (5) Data inadequate
135. Who is second to the right of M?
 (1) B (2) W
 (3) P (4) R
 (5) Data inadequate
136. Who is second to the right of P?
 (1) T (2) B
 (3) W
 (4) Data inadequate
 (5) None of these
137. In which of the following pairs is the first person sitting to the immediate right of the second person?
 (1) PD (2) WP
 (3) BW (4) RQ (5) MQ
- Directions (Q. 138-143):** Study the following arrangement carefully and answer the questions given below.
 R @ F £ 3 1 # M D U P 4 H © T 8 W N
 * A Q 5 E B I \$ J % Y 2 7
138. Four of the following five are alike in a certain way based on their positions in the above arrangement and so form a group. Which is the one that does not belong to that group?
 (1) M D 1 (2) 4 H P
 (3) 8 W T (4) Q 5 A (5) J % \$
139. How many such symbols are there in the above arrangement, each of which is immediately preceded by a number and immediately followed by a letter?
 (1) None
 (2) One
 (3) Two
 (4) Three
 (5) More than three
140. If all the numbers are dropped from the above arrangement, which of the following will be the eleventh from the left end?
 (1) P

- (2) Q (3) N
 (4) © (5) None of these
141. What should come next in the following series based on the above arrangement?
 F 3 1 D P 4 T W N
 (1) 5 B I (2) Q E I (3) Q E B
 (4) Q 5 B (5) None of these
142. How many such numbers are there in the above arrangement, each of which is immediately preceded by a consonant and also immediately followed by a consonant?
 (1) None
 (2) One
 (3) Two
 (4) Three
 (5) More than three
143. Which of the following is the eighth to the right of the seventeenth from the right end of the above arrangement?
 (1) E
 (2) D
 (3) #
 (4) I
 (5) None of these
- Directions (Q.144-149):** In each of the questions below are given three statements followed by three conclusions numbered I, II and III. You have to take the given statements to be true even if they seem to be at variance from commonly known facts. Read all the conclusions and then decide which of the given conclusions logically follows from the given statements disregarding commonly known facts.
144. **Statements:**
 All telephones are wires.
 All wires are tents.
 All tents are cans.
- Conclusions:**
 I. Some cans are wires.
 II. Some tents are telephones.
 III. Some cans are telephones.
 (1) I and II follow (2) II and III follow
 (3) I and III follow
 (4) All I, II and III follow
 (5) None of the above
145. **Statements:**
 Some cards are pictures.
 All pictures are paints.
 Some paints are nails.
- Conclusions:**
 I. Some paints are cards.
 II. Some nails are cards.
 III. Some nails are pictures.
 (1) None follows (2) Only I follows (3) Only II follows
 (4) Only III follows (5) I and II follow
146. **Statements:**
 All walls are glasses.
 No glass is table.
 Some tables are windows.
- Conclusions:**
 I. Some windows are walls.
 II. Some tables are walls.
 III. Some windows are glasses.
 (1) None follows (2) Only I follows (3)

Only II follows

(4) Only III follows (5) I and II follow

147. **Statements:**

- All baskets are poles.
- Some poles are lamps.
- All lamps are roads.

Conclusions:

- I. Some lamps are baskets.
- II. Some roads are poles.
- III. Some lamps are poles.

(1) I and II follow (2) I and III follow (3) II and III follow

(4) All I, II and III follow (5) None of the above

148. **Statements:**

- Some leaves are baskets.
- Some baskets are flowers.
- Some flowers are lakes.

Conclusions:

- I. Some lakes are baskets.
- II. Some flowers are lakes.
- III. No lake is basket.

(1) Only I follows (2) Only II follows (3) Only III follows

(4) Either I or III follows (5) None of the above

149. **Statements:**

- All pictures are bands.
- Some bands are chairs.
- Some chairs-are tables.

Conclusions:

- I. Some tables are bands.
- II. Some chairs are pictures.
- III. Some tables are pictures.

(1) None follows (2) Only I follows (3) Only II follows

(4) I and II follow (5) Only III follows

Directions (Q.150-155): in the following questions, the symbols @, £, *, \$ and % are used with the following meaning as illustrated below.

P £ Q' means T is not smaller than Q'.

P * Q' means 'P is not greater than Q'.

'P % Q' means 'P is neither greater than nor equal to Q'.

'P \$ Q' means 'P is neither smaller than nor equal to Q'.

'P @ Q' means 'P is neither greater than nor smaller than Q'.

Now in each of the following questions assuming the given statements to be true, find which of the three conclusions I, II and III given below them is/are **definitely true** and give your answer accordingly.

150.

Statements: B % N, N £ F, F * H

Conclusions: I. H \$ N II. F % B III. B % H

- (1) I and II are true
- (2) I and III are true
- (3) II and III are true
- (4) None is true
- (5) All I, II and III are true

151. **Statements:** W £ F, F % K, K \$ M

Conclusions: I. M % F II. M £ F III. W \$ K

- (1) Only I is true (2) Only II is true
- (3) Either I or II is true
- (4) Only III is true
- (5) None of the above

152. **Statements:** W \$ B, B @ M, M * R

Conclusions: I. R \$ B II. R @ B III. M % W

(1) Either I or II is true

(2) Either I or II and III are true

(3) III is true

(4) All I, II and III are true

(5) None of the above

153. **Statements:** M * D, D \$ K, K @ T

Conclusions: I. T % D II. K % M III. M % T

- (1) Only I is true (2) Only II is true
- (3) Only III is true
- (4) I and III are true (5) None of the above

154. **Statements:** K @ F, F \$ M, M £ T

Conclusions: I. T % F II. M % K III. K \$ T

- (1) I and II are true
- (2) I and III are true
- (3) Only II and III are true
- (4) All I, II and III are true
- (5) None of the above

155. **Statements:** N * A, A % B, B £ D

Conclusions: I. D % A II. B \$ N III. N % D

- (1) None is true (2) Only I is true
- (3) Only II is true
- (4) Only III is true (5) I and II are true

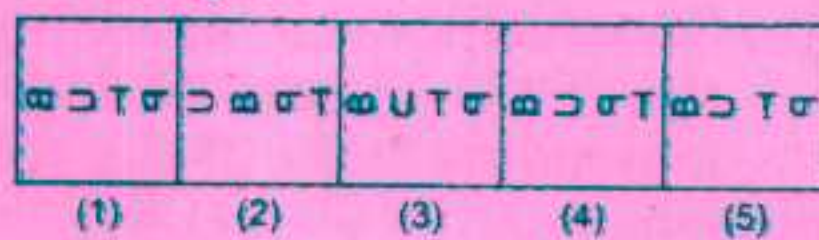
Directions (Q. 156 -160): In each of the questions given below which one of the five answer figures should come after the problem figures, if the sequence were continued?

156.

Problem Figures

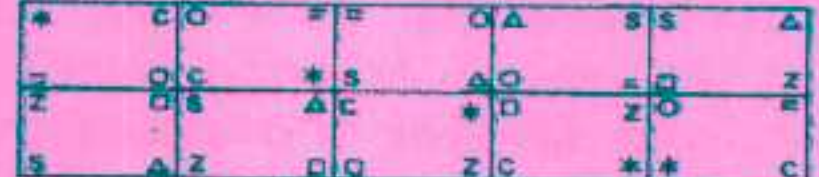


Answer Figures



157.

Problem Figures



Answer Figures



158.

Problem Figures

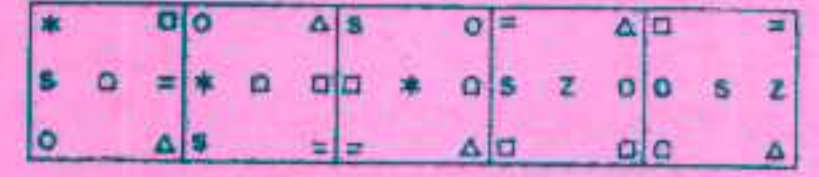


Answer Figures

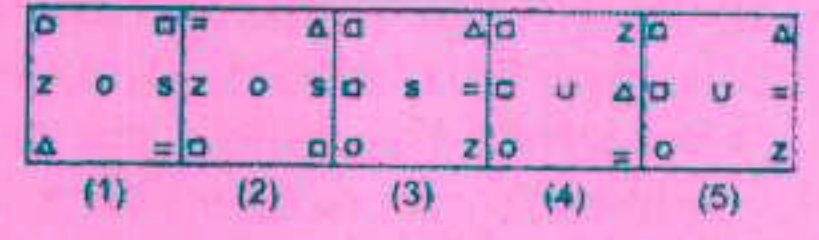


159.

Problem Figures

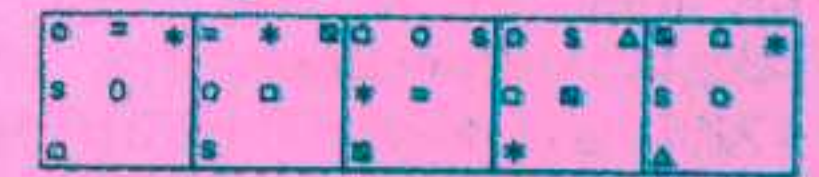


Answer Figures

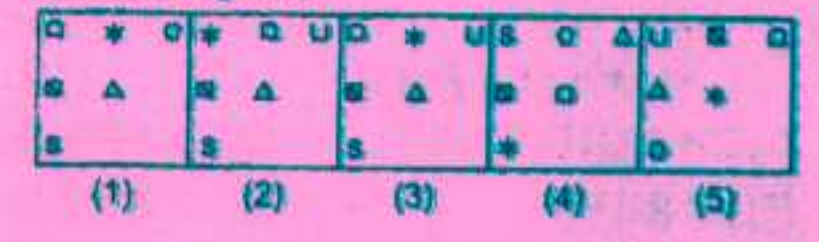


160.

Problem Figures



Answer Figures



MARKETING APTITUDE/COMPUTER KNOWLEDGE

161. Which encoding type always has a non-zero average amplitude?

- (1) uni-polar (2) multi-polar
- (3) bi-polar (4) All of the above
- (5) None of these

162. Light Source is used in _____ communication media?

- (1) OFC (2) Coaxial Cable
- (3) STP (4) UTP
- (5) None of these

163. Error during data transmission is high in _____ communication.

- (1) WAN (2) MAN
- (3) LAN (4) All of the above
- (5) None of these

164. The optical links between any two SONET devices is called _____

- (1) a section (2) a line
- (3) a path (4) a portion
- (5) None of these

165. The extension of database file is given by

- (1) dbf (2) frm (3) Ndx
- (4) scr (5) Gif

166. IBM stands for

- (1) International Business Machine
- (2) Interconnected Business Machine
- (3) Internal Business machine
- (4) Interacting Business Machine
- (5) None of these

167. Most computers understand program written in _____ language.

- (1) low level (2) high level
- (3) middle level (4) None of the above
- (5) primary level

168. The server on the internet is also known as-

- (1) Repeater (2) Host
- (3) Gateway (4) AND Gate
- (5) None of these

169. A user can get files from another computer on the Internet by using

- (1) FTP (2) HTTP
- (3) UTP (4) Both (1) and (2)
- (5) None of these

170. VRML code is based on

- (1) BCD (2) ASCII
- (3) Unicode (4) Both (1) and (2)
- (5) None of these

171. High level languages are

- (1) Operator oriented
- (2) operations oriented
- (3) precedence oriented
- (4) All of the above



- (5) None of these
172. For multiple branching in "C" we use _____ statement.
- (1) Switch (2) Go to
3) Cout (4) Case (5) Cin
173. The key fields which are tested by a packet filtering firewall are
- (1) source IP address
(2) TCP/UDP source port
(3) Destination IP address
(4) All of the above
(5) None of these
174. Use net discussion groups have their own system of organization to help you find things just as
- (1) Internet Excel (2) Archie
(3) Gopher (4) Both (1) and (2)
(5) None of these
175. Web site is a collection of-
- (1) HTML documents
(2) Graphic files
(3) Audio and video files
(4) All of the above
(5) None of these
176. Which of the following protocols is used for WWW?
- (1) ftp (2) http
(3) W3C (4) http www
(5) None of these
177. The 1st network that initial Internet was _____
- (1) ARPANET (2) NSF net
(3) Vnet (4) Inet
(5) None of these
178. The server on the Internet is a known as -
- (1) Repeater (2) Host
(3) Gateway (4) Initiator
(5) None of these
179. In MODEMS
- (1) Several digital signals are multiplied
(2) A digital signal changes some characteristic of a carrier wave.
(3) Digital signal is amplified
(4) Both (1) and (2)
(5) None of these
180. In reality, IP recognizes only
- (1) a postal mail address
(2) a location of host
(3) Hub
(4) Both (1) and (2)
(5) None of these
181. 'Dichotomous questions' in market research means
- (1) detailed answers
(2) only yes-no
(3) only two responses
(4) Both (1) and (2)
(5) None of these
182. The 7 O's framework is very useful in the study of
- (1) Price behaviour
(2) Sales management
(3) Consumer behaviour
(4) Demand pattern
(5) None of these
183. In response hierarchy model, cognitive stage deals with
- (1) developing an interest
(2) creation of knowledge
(3) Both (1) and (2)

- (4) Neither (1) nor (2)
(5) None of these
184. In India, most advertisements are categorised by many as
- (1) deceptive (2) entertaining
(3) good source of information
(4) Both (1) and (2)
(5) None of these
185. In marketing 'zero level' channel implies
- (1) Manufacturer selling to the retailer
(2) Manufacturer selling to the direct consumer
(3) Retailer selling to the consumer
(4) Retailer selling through the salesman
(5) None of these
186. Which among the following is a n- durable goods?
- (1) Soap (2) Maturity
(3) Colour T.V. (4) Clothes
(5) None of these
187. According to the product life cycle theory, the profits are on peak in the
- (1) Introductory state
(2) Maturity
(3) Growth (4) Decline
(5) None of these
188. Which among the following is/are advantages of packaging?
- (1) It helps increase sales
(2) It adds to the use of a product
(3) It helps in storage
(4) All of the above
(5) None of these
189. Administered prices are prices fixed by the government normally on the basis of -
- (1) Cost (2) Margin of profit
(3) Cost plus a stipulated margin of profit
(4) Market forces.
(5) None of these
190. The people and organisations who assist the flow of products and information to marketing channels are called -
- (1) Merchants (2) Dealers
(3) Both (1) and (2)
(4) Facilitating agents
(5) None of these
191. Which among the following is not an example of Direct Marketing?
- (1) Tele-marketing
(2) Sales on Internet
(3) Mail order sales
(4) Retail stores
(5) None of these
192. In India advertising for ___ is not allowed on T.V.
- (1) liquor (2) cigarette
(3) Both (1) and (2)
(4) Neither (1) nor (2)
(5) None of these
193. Which among the following advertising media has the maximum reach?
- (1) T.V. (2) Radio
(3) Outdoor (4) Magazines
(5) None of these

194. Which among the following is not a medium for advertisements?
- (1) T.V. (2) Hoarding
(3) Direct Mail (4) Pamphlets
(5) None of these
195. Price pack deals are also called-
- (1) value packs (2) price tags
(3) price offer (4) price control
(5) None of these
196. In a "Soft sell" strategy, which is not true?
- (1) Concern for self
(2) Concern for customer
(3) Listening
(4) Presenting benefits
(5) None of these
197. An intelligent salesman views objections -
- (1) positively (2) negatively
(3) frustrated
(4) All of the above
(5) None of these
198. In 1991 the Government of India adopted the policy of -
- (1) Liberalisation (2) Privatisation
(3) Globalisation
(4) All of the above
(5) None of these
199. In E-commerce C2C means
- (1) Consumer-to-Cash
(2) Consumer-to-Consumer
(3) Consumer-to-Business
(4) All of the above
(5) None of these
200. Which of the following is not a 'Post testing' Technique of advertisement?
- (1) Sales test (2) Focus group
(3) Enquiry test (4) Attitude test
(5) None of these

ANSWERS

GENERAL AWARENESS

1. 2	2. 4	3. 2	4. 3
5. 3	6. 2	7. 4	8. 5
9. 3	10. 2	11. 3	12. 2
13. 3	14. 4	15. 1	16. 4
17. 1	18. 5	19. 1	20. 2
21. 2	22. 5	23. 2	24. 2
25. 5	26. 1	27. 2	28. 1
29. 1	30. 2	31. 1	32. 3
33. 3	34. 2	35. 2	36. 1
37. 4	38. 1	39. 1	40. 3

ENGLISH LANGUAGE

41. 5	42. 2	43. 1	44. 4
45. 3	46. 4	47. 2	48. 1
49. 3	50. 5	51. 1	52. 5
53. 3	54. 2	55. 4	56. 2
57. 4	58. 5	59. 1	60. 3
61. 4	62. 1	63. 2	64. 5
65. 3	66. 1	67. 4	68. 1
69. 2	70. 3	71. 2	72. 1
73. 3	74. 4	75. 4	76. 3
77. 5	78. 2	79. 5	80. 1

Quantitative Aptitude

81. 2	82. 5	83. 5	84. 2
85. 2	86. 4	87. 5	88. 1
89. 1	90. 4	91. 1	92. 3
93. 3	94. 3	95. 4	96. 2
97. 5	98. 4	99. 3	100. 1
101. 3	102. 1	103. 5	104. 3
105. 1	106. 2	107. 5	108. 2
109. 4	110. 3	111. 2	112. 5
113. 1	114. 4	115. 5	116. 1
117. 4	118. 3	119. 5	120. 2

REASONING ABILITY

121. 4	122. 2	123. 4	124. 1
125. 5	126. 4	127. 3	128. 2
129. 5	130. 1	131. 4	132. 3
133. 5	134. 2	135. 4	136. 1
137. 4	138. 1	139. 2	140. 4
141. 3	142. 3	143. 1	144. 4
145. 2	146. 1	147. 3	148. 5
149. 1	150. 4	151. 5	152. 2
153. 1	154. 4	155. 3	156. 5
157. 2	158. 4	159. 5	160. 3

COMPUTER & MARKETING

- 161. (3) bipolar
- 162. (1)
- 163. (1)
- 164. (1) a section
- 165. (1) dbf
- 166. (1) International Business Machine
- 167. (2) high level
- 168. (2) Host
- 169. (1) FTP
- 170. (3) Unicode
- 171. (3) precedence oriented
- 172. (1) Switch
- 173. (4) All of the above
- 174. (1) Internet Excel
- 175. (4) All of the above
- 176. (2) http
- 177. (1) ARPANET
- 178. (3) Gateway
- 179. (2) A digital signal changes some characteristic of a carrier wave
- 180. (3) Hub
- 181. (3) only two responses
- 182. (3) Consumer behaviour
- 183. (2) creation of knowledge
- 184. (1) deceptive
- 185. (2) Manufacturer selling to the direct consumer
- 186. (1) Soap
- 187. (3) Growth
- 188. (4) All of the above
- 189. (3) Cost plus a stipulated margin of profit
- 190. (4) Facilitating agents
- 191. (4) Retail stores
- 192. (3) Both (1) and (2)
- 193. (2) Radio
- 194. (4) Pamphlets
- 195. (1) value packs
- 196. (1) Concern for self
- 197. (1) positively
- 198. (4) All of the above
- 199. (2) Consumer-to-Consumer
- 200. (4) Attitude test

സങ്കീർണതകൾ തരണം ചെയ്യാൻ

പരിശീലനവേളയിൽ IAS, IPS, തുടങ്ങിയ സർവീസുകളിൽ ചേരുന്ന പരിശീലനാർത്ഥികൾ മൂന്നു തരത്തിലുണ്ട്. ഏതു ബാച്ചിലും 10 മുതൽ 15 ശതമാനം വരെ പരിശീലനാർത്ഥികൾ ലോകോത്തര നിലവാരം പുലർത്തുന്നവരാണ്. അവർ എത്ര വെല്ലുവിളികൾ നിറഞ്ഞ ചുമതലയും ഫലപ്രദമായി പൂർത്തീകരിക്കും. ലോകോത്തര നിലവാരം ഇല്ലെങ്കിലും 30% പരിശീലനാർത്ഥികൾ നല്ല പരിശീലനം കൊണ്ട് ചുമതലകൾ നിറവേറ്റാൻ പ്രാപ്തരാകും. ബാക്കിയുള്ളവർ കുറിയ പരിശീലനം കൊണ്ട് ഒരു വിധം വിജയം കൈവരിക്കും എന്നുമാത്രം. എന്നാൽ ഇതിൽ 10-15% പേർ വ്യത്യസ്തമായ കാരണങ്ങളാൽ വിജയിക്കാറേയില്ല. പബ്ലിക് സർവീസ് കമ്മീഷനിലെ പലരും ഈ അവസ്ഥയെക്കുറിച്ച് ബോധവാന്മാരാണ് എന്നാണ് അവരിൽ പലരുമായും ഈ വിഷയം ചർച്ച ചെയ്തതിൽ നിന്ന് എനിക്ക് മനസ്സിലായത്. ഇത് മനഃപൂർവ്വം സംഭവിക്കുന്നതല്ല. നിലവിലുള്ള പരീക്ഷാ സമ്പ്രദായം ഗുണനിലവാരം കുറഞ്ഞ ഉദ്യോഗാർത്ഥിയെ കണ്ടെത്തി ഒഴിവാക്കുന്നതിൽ അത്രയ്ക്കുമാത്രമേ വിജയിക്കുന്നുള്ളൂ.

ബുദ്ധിസാമർത്ഥ്യം അല്ല സിവിൽ സർവീസ് പരീക്ഷയിലെയും സിവിൽ സർവീസിലെയും വിജയത്തിന്റെ പ്രധാന കാരണം. സിവിൽ സർവീസ് ഉദ്യോഗസ്ഥരുടെ അടുത്ത് സേവനങ്ങൾക്കായി വരുന്നവരെല്ലാം ബുദ്ധിശാലികൾ ആകണമെന്നില്ല. സിവിൽ സർവീസിന്റെ ബുദ്ധിസാമർത്ഥ്യമല്ല, സേവനം ആവശ്യമുള്ളവർക്ക് വേണ്ടത്. അവർക്കുവേണ്ടത് സേവനമാണ്. പൊതുരംഗത്ത് ശോഭിക്കുന്നവരിലും ഈ പ്രത്യേകത കാണാം. അത്യധികം ബുദ്ധിശക്തിയുള്ളവർക്ക് ആ ഒറ്റക്കാരണത്താൽ പൊതുസ്വീകാര്യത കുറയും. ഉദാഹരണത്തിന് ഭരണഘടനയുടെ ശില്പിയും വിശ്വപ്രസിദ്ധമായ സ്റ്റാൻഫോർഡ്, ലണ്ടൻ സ്കൂൾ ഓഫ് ഇക്കണോമിക്സ് എന്നീ സർവകലാശാലകളിൽ നിന്ന് ഡോക്ടറേറ്റും ഉണ്ടായിരുന്ന ഡോ. ബി.ആർ. അംബേദ്കർക്ക് തിരഞ്ഞെടുപ്പ് രാഷ്ട്രീയത്തിൽ വേണ്ടത്ര വിജയം ഉണ്ടായില്ല. ഇന്നത്തെ നിലയ്ക്ക് ജഗ്ഗമോഹനോ ഡോ. മൻമോഹൻസിങ്ങിനോ തിരഞ്ഞെടുപ്പുകൾ ജയിച്ച് പാർലമെന്റിൽ എത്താൻ എളുപ്പമായില്ല. ഈ വ്യക്തികളുടെ ബുദ്ധിശക്തിയും മിടുക്കും മനസ്സിലാക്കി വോട്ടു ചെയ്യുന്നവർ കുറവായിരിക്കും. വോട്ടു ചെയ്യുന്ന ഭൂരിപക്ഷവും സർക്കാരിൽനിന്ന് പ്രാഥമിക സേവനങ്ങൾ അതായത് ആഹാരം, വസ്ത്രം, പാർപ്പിടം എന്നിവ ലഭിക്കേണ്ടവരായിരിക്കും. പോലീസ് പോലെ സ്റ്റേറ്റിന്റെ പ്രതിനിധികളിൽനിന്ന് സംരക്ഷണവും സ്കൂൾ പ്രവേശനം പോലെ അത്യന്തം പ്രയാസകരമായ ദൈനംദിന കാര്യങ്ങളിൽ സഹായവുമാണ് വോട്ടർമാരിൽ ഒരു നല്ല ശതമാനത്തിനുവേണ്ടത്. പൊതുമേഖലയിൽ പ്രവർത്തിക്കാനുദ്ദേശിക്കുന്ന ഒരു ഉദ്യോഗാർത്ഥി ഇതിൽനിന്ന് എന്താണ് മനസ്സിലാക്കേണ്ടത്? ആളുകളെ കേന്ദ്രീകരിച്ച് പ്രവർത്തിക്കേണ്ടതായ ഈ ജോലിയിൽ വസ്തുതകൾ അപഗ്രഥിക്കാനുള്ള ബുദ്ധിശക്തികൊണ്ടുമാത്രം വിജയിക്കാനാവില്ല. സമൂഹത്തിന്റെ ആവശ്യമറിയാനുള്ള കഴിവാണു ഈ ജോലിയിൽ വേണ്ടത്. ബുദ്ധിശക്തികൊണ്ട് നടത്തുന്ന അപഗ്രഥനം മറ്റുള്ളവരെ ബോധ്യപ്പെടുത്താനുള്ള കടമയും സിവിൽ സർവീസ് ഉദ്യോഗസ്ഥർക്കുണ്ട്.

സിവിൽ സർവീസിൽ ചേരുന്ന പലരുടെയും മത്സരം കവാടത്തിൽത്തന്നെ അവസാനിക്കുകയാണ് പതിവ്. സിവിൽ സർവീസ് നല്ല ജോലിസുരക്ഷ അവരുടെ ഭാവിപരിശ്രമത്തെ തടസ്സപ്പെടുത്താറുണ്ട്. ഐ.എ.എസ്സിൽ ചേരുന്നതിൽനിന്ന് തീർത്തും വ്യത്യസ്തമാണ് ഐ.എ.എസ്സിലെ ഏറ്റവും മികച്ച ഒരു ഉദ്യോഗസ്ഥനാവുക എന്നത്. ഐ.എ.എസ്സിലെ കരിയർ ജീവിതം മുഴുവൻ നീളുന്ന ഒരു മത്സരമായി കാണുന്നതാവും ഉചിതം.

ഇതോടൊപ്പം മനസ്സിലാക്കേണ്ട കാര്യം പൊതുനയങ്ങൾ വഴി പരിഹരിക്കേണ്ടതായ പ്രശ്നങ്ങൾ ഒന്നുംതന്നെ ലഘുവല്ല. ഏറ്റവും മികച്ച പരിഹാരമാർഗങ്ങൾ പല തട്ടുകളിലായി കിടക്കുന്ന നമ്മുടെ സമൂഹത്തിൽ നടപ്പിലാക്കുക പ്രയാസവുമാണ്. ഏകശിലാ സ്വഭാവമുള്ള ജനാധിപത്യരാജ്യങ്ങൾ നടപ്പിലാക്കുന്ന നയപരിപാടികൾ ഇന്ത്യയിൽ ഫലപ്രദമാവുകയില്ല. ചൈനയിൽ വ്യവസായവത്കരണത്തിന് സ്ഥലം കണ്ടെത്തുന്ന രീതി നോക്കുക. സ്ഥലത്തിന് പരിമിതമായ സ്വകാര്യ ഉടമ